

Michael J. Murphy
Sheriff

Jeffrey A. Warder
Undersheriff

LIVINGSTON COUNTY

OFFICE OF THE SHERIFF

150 S. HIGHLANDER WAY • HOWELL, MICHIGAN 48843
TELEPHONE (517) 546-2440 • FAX (517) 552-2542



May 11, 2021

Personnel / Finance / Full Board

Re: Pilot program to double fill

Please allow this correspondence to serve as a request to "double fill" positions within my office for a period of not to exceed 6 months. I would like to experiment with this pilot program for a period of 24 months. This should allow sufficient time to evaluate the merits of the pilot.

Background; it is no secret that the job market is extremely tight and competitive currently. This is exacerbated in the public safety world, and this is not unique to the county, region or state, this is a national problem.

The Sheriff's Office hired a lot of deputies in the mid 1990's to fill positions in field services as well as corrections. As a result, there are a number of deputies and command staff who are currently and will be eligible to retire in the next 1-4 years.

In my world, the hiring / background done on the front end before a conditional offer is extended, is pretty labor intensive. Once someone is hired, they go through 3 months of training with a training officer. At that point, if everything goes well, they will be "on their own" but monitored closely. In corrections, they must also complete an additional state academy consisting of 80 hours within the first year of hire. So essentially for one year from the date of hire, we receive very little work product from the employee, at no fault of their own of course.

To make matters worse, when I have command staff retire, the training is essentially doubled. Through succession planning, we try and bring the replacement in and up to speed ahead of time. In doing that, it creates a void on the back end. Under normal circumstances, my office would struggle hard to keep up with the hiring. Given the amount of potential retirees, the current climate, and the availability of good solid candidates, and my limited number of trainers, we are facing the "perfect storm".

In an effort to minimize the pain, having the ability to "double fill" positions, working within our budget of course, would be a huge help. I am asking for the authorization to implement this pilot program to see if the benefits are what we expect.

Thank you in advance for your continued support.

A handwritten signature in blue ink, appearing to read "Michael J. Murphy".

Michael J. Murphy